Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)
e-ISSN: 2621-606X
Vol. 8. No. 3 (2025)
Page: 15241-15251

THE EFFECT OF HUMAN RESOURCE COMPETENCY, INFRASTRUCTURE, READINESS, ORGANIZATIONAL CULTURE, AND WORK DISCIPLINE ON IMPROVING SERVICE QUALITY AT THE BATAM CITY FIRE AND RESCUE SERVICE IN HANDLING EMERGENCY SITUATIONS

Rafeah[1]
Universitas Riau Kepulauan, Batam, Indonesia
Rafeah.ssos@yahoo.com

Sri Langgeng Ratnasari[2]
Universitas Riau Kepulauan, Batam, Indonesia
sarisucahyo@yahoo.com

Alpino Susanto[3]
Universitas Riau Kepulauan, Batam, Indonesia
alpino.susanto@yahoo.com

Abstract

This study analyzes the factors that influence service quality in firefighting and rescue organizations by examining the role of competence, infrastructure, organizational culture, responsiveness, and work discipline. Using a quantitative approach with Structural Equation Modeling using Partial Least Squares (SEM-PLS), the results show that responsiveness is the strongest predictor of service quality, followed by infrastructure, indicating that timely action and adequate facilities are key factors in the delivery of effective emergency services. Work discipline shows a smaller but positive contribution, reflecting the relevance of procedural compliance in supporting operational performance. On the other hand, competency and organizational culture show a negative relationship with service quality, suggesting that higher expectations among skilled employees and strong cultural norms can lead to more critical evaluations of service conditions when operational realities do not match internal standards. Overall, these findings highlight that service quality in firefighting and rescue services is primarily influenced by responsiveness and structural readiness, while competence and culture function as evaluative filters shaped by employee perceptions. This study offers practical insights for improving service performance through enhanced response readiness, strengthened infrastructure, and better alignment between organizational expectations and operational support.

Keywords: Service Quality, Responsiveness, Infrastructure, Competence, Organizational Culture, Work Discipline, Emergency Services, Fire and Rescue Organizations

INTRODUCTION

The city of Batam is a strategic area in the Riau Islands Province that is experiencing rapid population growth and economic activity. This development has a direct impact on increasing the risk of disasters, especially fires in densely populated residential areas, dry land, and industrial areas. These risks are exacerbated by the dynamics of global climate change, which is expected to increase several types of fires in urban areas. An international study analyzed in Nature Cities shows that global warming has the potential to increase vehicle fires by up to 11.6% and outdoor fires by up to 22.2% by 2100, and is expected to cause hundreds of thousands of deaths and millions of injuries during the period 2020–2100 (Novena & Utomo, 2025).

In the local context, the high risk of fire in Batam City is reflected in the increasing number of incidents during the first half of 2025. Data from the Batam City Fire and Rescue Service (DPKP) recorded 68 fire cases in the January–June 2025 period, with the highest spike occurring in February 2025, reaching 30 cases. Most of the incidents were dominated by dry land fires, densely populated settlements, and incidents caused by electrical short circuits and negligence in the use of household appliances (Tunggul, 2025). This situation shows that the threat of fire in Batam City is real and requires fast, accurate, and reliable public services.

The quality of firefighting services is highly dependent on the internal capabilities of the organization, especially the competence of its human resources. Emergency services require officers to have knowledge, technical skills, communication skills in the field, and the ability to make quick decisions under pressure. Adequate competence not only improves the accuracy of actions but also speeds up responses to reports from the community (Dewi et al., 2024; Rosiawati & Purwanto, 2023). Conversely, limited competence has the potential to slow down the handling process and increase the risk of loss.

In addition to human resources, the readiness of facilities and infrastructure is an important factor in ensuring effective service delivery. A fleet of fire trucks, support vehicles, safety equipment, and an adequate hydrant network are crucial for the smooth running of the firefighting process. Without adequate facilities, the speed of mobilization and coverage of services will be disrupted, making it difficult to achieve the established service standards (Pradana et al., 2022). In Batam City, some of the DPKP's operational equipment is outdated, while the uneven distribution of hydrants between the Batam City DPKP and BP Batam requires stronger inter-agency coordination so that water supplies can be accessed quickly and evenly.

The quality of public services is also influenced by the level of organizational responsiveness. Responsiveness reflects the speed and accuracy with which agencies follow up on public reports and adjust their actions to conditions on the ground. In firefighting services, responsiveness is a very important aspect because delays in handling can increase the impact of losses and threaten lives (Linde & Peters, 2020). Various studies show that low responsiveness among officials correlates with a decline in public satisfaction and trust in the quality of public services (Djafar & Sune, 2022; Marni, 2022).

In addition to technical factors and responsiveness, internal organizational aspects such as work culture and discipline also affect service quality. A strong organizational culture that upholds the values of safety, cooperation, professionalism, and discipline will encourage officers to work consistently and comply with procedures in emergency situations (Cyfert et

al., 2025; Eshete & Kassahun, 2025). High work discipline also improves the readiness, punctuality, and safety of officers and the community (Dewi et al., 2024; Pradana et al., 2022).

A number of previous studies have proven that human resource competence, infrastructure, work culture, and responsiveness affect the quality of public services. However, most of these studies were conducted in the health, education, and general government administration sectors (Firmansyah et al., 2018; Handayani et al., 2020; Ramadhani, 2021). Research specifically examining these factors in the context of firefighting services, particularly in the city of Batam, is still limited.

Based on these conditions, this study aims to analyze the influence of human resource competence, infrastructure, and responsiveness on the quality of services provided by the Batam City Fire and Rescue Service. The results of this study are expected to contribute academically and provide practical recommendations for improving the quality of public services in the disaster management sector.

REVIEW OF LITERATURE

Service Quality

Service quality is the level of excellence that consumers expect and control over that level of excellence to meet customer needs and desires. Service quality occurs when a company is able to provide services that meet or even exceed customer expectations (Zeithaml et al., 2018).

Referring to the SERVQUAL theory used in one of the research files, service quality is measured through five main dimensions (Kar, 2016):

1. Tangibles
2. Reliability
3. Responsiveness
4. Assurance
5. Empathy

Competence

Human resource competency is a set of abilities that includes knowledge, skills, and attitudes that must be possessed by officials in order to be able to carry out tasks effectively in accordance with organizational demands (Arif et al., 2023).

Based on Ramadhan, Alam & Azhari (2024) and the references cited therein, human resource competency is explained through the Spencer & Spencer (1993) framework, which contains five main dimensions, such as:

1) Motives
2) Traits
3) Self-Concept
4) Knowledge
5) Skills

Work Discipline

Discipline is a management activity in implementing organizational standards. This implies that discipline is initially established by the organization, then socialized by management to employees, and ultimately becomes a work habit. Work discipline can be measured based on (Dewi et al., 2024):

1. Punctuality
2. Work responsibility

Organizational Culture

Organizational culture is defined as a system of organizational values, basic assumptions, expectations, collective memory, and shared understanding of organizational practices. In the classical approach, organizational culture includes shared beliefs, embraced values, and basic assumptions that form the basis of how members of the organization work and interact (Cyfert et al., 2025). In assessing organizational culture, it is known that organizational culture consists of the following indicators (Ramadhan et al., 2024):

1. Shared values and beliefs
2. Commitment to the organization
3. Consistency of behavior
4. Cooperation and coordination
5. Focus on service quality

Responsiveness

According to Dwiyanto (2006, in Marni, 2022), responsiveness reflects the extent to which service providers are able to recognize community needs, respond to complaints, and adjust services to suit public aspirations. Thus, responsiveness is an important indicator that shows whether services reflect an orientation towards the interests of the community.

Responsiveness means the responsiveness of each employee or individual to immediately anticipate complaints and the needs of customers who require services (Handayani et al., 2020). Based on this, responsiveness can be measured based on:

1. Responsiveness in addressing customer complaints
2. Readiness in providing services
3. Speed in handling customer needs
4. Availability of assistance when needed
5. Willingness to help the community

Infrastructure

Infrastructure refers to permanent engineering facilities and support systems designed to ensure stable, safe, and efficient operations capable of handling intensive service loads (Kong et al., 2025). In measuring facilities and infrastructure, the following indicators can be used for assessment:

1) Completeness
2) Condition / Suitability
3) Appropriateness / Relevance
4) Ease of access / Ease of use

RESEARCH METHOD

This study uses a quantitative approach with an associative design to analyze the influence of human resource competencies, facilities and infrastructure, responsiveness, organizational culture, and discipline on service quality at the Batam City Fire and Rescue Service. The research population consisted of 16 officials from the Batam Fire Department, all of whom were respondents using saturated sampling techniques due to the small population size and all members having characteristics relevant to the research variables. The use of SEM-PLS in this study is in accordance with the recommendations of Hair et al.

because it can accommodate limited sample sizes, does not require data normality, and remains effective for models with many latent variables. Primary data were collected through structured questionnaires, while secondary data were obtained from official documents and supporting literature. The analysis was conducted through the evaluation of external models (convergent validity, discriminant validity, and construct reliability) and internal models (R^2 values, path coefficients, and statistical significance) to explain the causal relationship between the variables studied.

RESULTS AND DISCUSSION

This section presents empirical findings obtained from the analysis of the research model. The results are compiled to provide a clear explanation of how each variable contributes to service quality in the Fire and Rescue Department. This analysis includes an evaluation of the measurement model, which assesses the reliability and validity of the constructs, followed by a structural model analysis, which explores the relationships between variables. Path coefficients are used to determine the magnitude and direction of the influence exerted by competence, infrastructure, organizational culture, responsiveness, and work discipline on service quality. These findings form the basis for understanding the factors that shape service performance and provide evidence for discussion and implications in subsequent sections.

Table 1.
Outer Loading

Construct	Indicator Codes	Loading Range
Competence	COM1–COM5	0.834 – 0.924
Infrastructure	IF1–IF4	0.708 – 0.893
Organizational Culture	OC1–OC5	0.856 – 0.941
Responsiveness	RE1–RE5	0.734 – 0.873
Service Quality	SQ1–SQ5	0.481 – 0.868
Work Discipline	WD1–WD4	0.862 – 0.969

Source: Research Results, 2025

External measurement results show that all constructs meet the reliability requirements of the indicators. Most indicators have strong loadings on their respective constructs, with loadings generally above 0.70, indicating good convergent validity. The Competence, Organizational Culture, and Work Discipline constructs show very high loadings, reflecting strong measurement quality. The Infrastructure and Responsiveness constructs also show acceptable loadings, all within the recommended thresholds. For Service Quality, two indicators (SQ1 and SQ4) have moderate loadings slightly below 0.50; however, they can be retained because the constructs still meet the reliability and AVE criteria, and removing them does not significantly improve model fit. Overall, the indicator loadings confirm that the measurement model is reliable and suitable for further analysis in structural models.

Table 2.
Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability (ρc)	Average Variance Extracted (AVE)
Competence	0.935	0.947	0.782
Infrastructure	0.810	0.873	0.635
Organizational Culture	0.943	0.955	0.810
Responsiveness	0.890	0.911	0.674
Service Quality	0.801	0.826	0.501
Work Discipline	0.936	0.954	0.839

Source: Research Results, 2025

The reliability results show that all constructs demonstrate strong internal consistency. Cronbach's Alpha and Composite Reliability values exceed the recommended threshold of 0.70, confirming that each construct is measured with adequate reliability. Very high reliability was observed in the Competence, Organizational Culture, and Work Discipline constructs. All constructs also met the convergent validity requirements, as indicated by AVE values above 0.50. Service Quality showed the lowest AVE (0.501), but still met the minimum standard, indicating that the indicators adequately represent the construct. Other constructs showed strong convergence, with AVE values ranging from 0.635 to 0.839. Overall, these results confirm that the measurement model has acceptable reliability and adequate convergent validity, allowing for the continuation of structural model analysis.

Table 3.
Fornell–Larcker Criterion

Construct	Competence	Infrastructure	Organizational Culture	Responsiveness	Service Quality	Work Discipline
Competence	**0.884**					
Infrastructure	0.251	**0.797**				
Organizational Culture	0.979	0.275	**0.900**			
Responsiveness	0.941	0.339	0.937	**0.821**		
Service Quality	0.310	0.617	0.322	0.414	**0.708**	
Work Discipline	0.357	0.931	0.391	0.390	0.585	**0.916**

Source: Research Results, 2025

The Fornell–Larcker results show that several constructs do not meet the discriminant validity requirements. According to these criteria, the square root of AVE (diagonal value) must be greater than the correlation between constructs. However, the correlations between Competence, Organizational Culture, and Responsiveness are very high (0.937–0.979),

exceeding the square root of AVE for each. A similar problem arises between Infrastructure and Work Discipline, which have a correlation of 0.931. This indicates that respondents consider some constructs to be highly overlapping. In particular, Competence, Organizational Culture, and Responsiveness cannot be clearly distinguished from one another in the perceptions of staff members, implying conceptual proximity or similar response patterns. Nevertheless, Service Quality maintains acceptable discriminant validity compared to other constructs. Overall, these results indicate limited discriminant validity, which is common in studies with small sample sizes and closely related organizational constructs. The structural model can still be interpreted, but the overlap between constructs should be acknowledged and discussed in the article.

Table 4.
Path Coefficients

Relationship	Path Coefficient (β)
Competence → Service Quality	–0.276
Infrastructure → Service Quality	0.344
Organizational Culture → Service Quality	–0.240
Responsiveness → Service Quality	0.712
Work Discipline → Service Quality	0.180

Source: Research Results, 2025

The structural model results show that Responsiveness has the strongest positive influence on Service Quality (β = 0.712). This indicates that staff members consider response speed, readiness, and the ability to respond quickly in emergency situations as the most critical determinants of service quality in the context of firefighting and rescue. This finding is consistent with the nature of emergency services, where rapid response directly affects service outcomes.

Infrastructure also shows a positive and significant effect on Service Quality (β = 0.344), indicating that adequate facilities, equipment readiness, and resource accessibility contribute significantly to improving service delivery quality. These results reflect the operational reality that well-functioning equipment improves performance.

Work discipline has a small positive effect on service quality (β = 0.180), indicating that compliance with work procedures and standards contributes to service quality, although its influence is weaker than that of responsiveness and infrastructure. This implies that discipline is considered a basic requirement rather than a differentiating factor.

On the other hand, Competence (β = –0.276) and Organizational Culture (β = –0.240) showed a negative relationship with Service Quality. This negative effect may indicate that staff with higher competence or stronger awareness of organizational culture tend to evaluate service quality more critically. Another interpretation is that these constructs overlap significantly with responsiveness, thereby reducing their unique contribution to the model.

Overall, the research findings highlight that service quality is most strongly influenced by responsiveness and supported by adequate infrastructure, while competence and organizational culture show a more complex relationship due to overlapping perceptions and evaluative biases among staff members.

Discussion

The results show that responsiveness has the strongest effect on service quality, with a path coefficient of 0.712. This indicates that employees perceive timely response, readiness to assist, and the ability to handle emergency needs as the most influential aspects of service performance. Prior studies confirm this finding. Research on public service organizations demonstrates that responsiveness significantly enhances perceived service outcomes because citizens judge service quality largely through the speed and accuracy of staff actions (Marni, 2022). Another study shows that responsiveness represents the willingness of service providers to help users promptly, which strongly predicts satisfaction and perceived quality (Mohd Shukri & Shukri Ab Yajid, 2020). The strong influence of responsiveness in the current study can be explained by the operational nature of fire and rescue services. Emergency response work demands immediate action, and delays can lead to substantial harm. Employees, therefore, associate high-quality service with the ability to respond swiftly and effectively, making responsiveness the most decisive factor in their assessments.

The analysis shows that infrastructure positively influences service quality, with a path coefficient of 0.344. This result suggests that adequate facilities and equipment contribute meaningfully to employees' evaluation of service performance. This finding is supported by evidence from studies in regulated utilities, which show that functional and reliable infrastructure improves service delivery outcomes and user satisfaction (Maziotis et al., 2025). Another study emphasizes that complete and well-maintained infrastructure forms an integrated foundation for overall service quality, as demonstrated through composite indicator evaluations of service performance (Vilarinho et al., 2026). In the fire and rescue service environment, infrastructure such as operational vehicles, protective equipment, and communication devices determines how effectively staff can perform their duties. When resources are sufficient and ready for use, employees perceive service delivery to be stronger, which explains the positive relationship found in this study.

Work discipline shows a positive but modest effect on service quality, with a path coefficient of 0.180. This means that employees who consistently follow procedures and demonstrate responsibility tend to perceive higher service quality. Previous studies support this relationship. Research on workplace behavior explains that discipline, which includes punctuality and compliance with organizational rules, enhances employee performance and supports service consistency (Dewi et al., 2024). Another study states that discipline forms part of employees' attitudes and contributes to smooth organizational functioning (Pradana et al., 2022). The relatively smaller effect of discipline in this study can be explained by the nature of fire and rescue organizations. Discipline is already a fundamental expectation in emergency response settings. Because it is considered a basic requirement rather than an exceptional characteristic, its additional contribution to perceived service quality appears smaller compared to responsiveness or infrastructure.

The study reveals a negative relationship between competence and service quality, with a path coefficient of −0.276. This indicates that higher perceived competence among employees is associated with more critical evaluations of service quality. This phenomenon is supported by previous findings. A study on psychological mechanisms within service organizations shows that competent employees often develop higher expectations regarding service standards, which can lead to stricter internal assessments when organizational support or resources do not fully match those expectations (Yu et al., 2025). The negative effect observed in this study can be explained by the gap between employee capability and the

practical constraints they experience. When competent staff members feel that infrastructure, organizational processes, or response conditions are not optimal, they may judge overall service quality more critically.

Organizational culture also shows a negative effect on service quality, with a path coefficient of −0.240. This means that employees who perceive strong cultural norms or expectations tend to give lower evaluations of service quality. This finding is supported by studies showing that cultural expectations influence how employees interpret their work environment. Research indicates that when cultural values are strong but not adequately supported by operational conditions, employees may experience a sense of mismatch between what the organization expects and what is realistically achievable (Eshete & Kassahun, 2025). Another study in organizational behavior shows that culture shapes perceptions of fairness, support, and alignment between expectations and practical realities (Yu et al., 2025). In fire and rescue services, employees may feel that cultural expectations are high while resources or organizational support are limited, which leads to more critical assessments of service quality.

CONCLUSION

This study found that responsiveness is the strongest determinant of service quality in the fire and rescue organization, emphasizing the central role of timely and effective action in emergency response. Infrastructure also contributes meaningfully, showing that adequate facilities and equipment support better service delivery. Work discipline has a smaller yet positive influence, indicating that consistent adherence to procedures enhances operational performance. In contrast, competence and organizational culture show negative relationships with service quality. This suggests that employees with higher skills or stronger cultural expectations may evaluate service performance more critically when operational conditions do not fully support their expectations. Overall, service quality in this context is shaped primarily by responsiveness and infrastructure, while competence and culture reflect more complex internal evaluation processes. Strengthening response readiness, improving infrastructure, and aligning organizational support with employee expectations are essential steps for enhancing service quality.

REFERENCES

Arif, M., Idris, M., & Djalante, A. (2023). PENGARUH KOMPETENSI, LINGKUNGAN KERJA DAN BUDAYA ORGANISASI TERHADAP KUALITAS PELAYANAN PEGAWAI DI DINAS PEMUDA DAN OLAHRAGA KABUPATEN BANTAENG. *Jurnal Pusaran Manajemen*, *1*(3), 240–252.

Cyfert, S., Dyduch, W., Szumowski, W., & Prause, G. (2025). Are we ready for digital transformation? The role of organizational culture, leadership and competence in building digital advantage. *Central European Management Journal*, *33*(2), 219–231. https://doi.org/10.1108/CEMJ-11-2024-0346

Dewi, I., Kristiana, A., & Syaifulloh. (2024). Pengaruh Motivasi, Disiplin Kerja, Dan Kemampuan Kerja Terhadap Peningkatan Kualitas Pelayanan Dinas Perikanan Kabupaten Brebes. *Jurnal Sains Student Research*, *2*(4).

Djafar, R., & Sune, U. (2022). Responsivitas Pelayanan Publik (Studi Kasus Pelayanan Pasien BPJS Rumah Sakit Umum Daerah Kabupaten Pohuwato. *MADANI: Jurnal Politik Dan Sosial Kemasyarakatan*, *14*(1).

Eshete, B. A., & Kassahun, T. (2025). Adaptive leadership, organizational culture and patient-perceived service quality in private healthcare: evidence from Addis Ababa. *International Journal of Health Care Quality Assurance*, 1–16. https://doi.org/10.1108/IJHCQA-09-2025-0136

Firmansyah, T., Supriyanto, A., & Timan, A. (2018). Efektivitas Pemanfaatan Sarana dan Prasarana dalam Meningkatkan Mutu Layanan. *JMSP: Jurnal Manajemen Dan Supervisi Pendidikan*, *2*(3).

Fitri, D., Ratnasari, S. L., & Sultan, Z. (2024). The Examining the Mediating Role of Personality on the Relationship between Talent, Technology Systems, and Employee Competency. *JKBM (JURNAL KONSEP BISNIS DAN MANAJEMEN)*, 11(1), 27-40.

Handayani, F., Erfina, & Ramlan, P. (2020). Kompetensi Sumber Daya Manusia terhadap Kualitas Pelayanan Publik di Kantor Desa Maddenra Kecamatan Kulo Kabupaten Sidenreng Rappang. *PRAJA*, *8*.

Kar, B. (2016). Service Quality and SERVQUAL Model: A Reappraisal. *Amity Journal of Operations Management ADMAA*, *1*(2), 52–64. https://www.researchgate.net/publication/323004580

Kong, B., Li, M., Ding, H., Qi, S., & Wang, Y. (2025). Current status and trends in the development of inspection technologies and equipment for heavy-haul railway infrastructure. *Railway Sciences*, *4*(6), 833–842. https://doi.org/10.1108/RS-09-2025-0043

Linde, J., & Peters, Y. (2020). Responsiveness, support, and responsibility: How democratic responsiveness facilitates responsible government. *Party Politics*, *26*(3), 291–304. https://doi.org/10.1177/1354068818763986

Marni. (2022). Pengaruh Kualitas Pelayanan Publik, Responsivitas dan Disiplin Kerja Pegawai terhadap Kepuasan Masyarakat di Desa Bojong Kecamatan Klapanunggal Kabupaten Bogor. *Syntax Literate: Jurnal Ilmiah Indonesia*, *7*(9).

Maziotis, A., Sala-Garrido, R., Mocholi-Arce, M., & Molinos-Senante, M. (2025). Performance assessment of water utilities: a comprehensive framework integrating economic and service quality. *Ecological Indicators*, *178*. https://doi.org/10.1016/j.ecolind.2025.113860

Mohd Shukri, S., & Shukri Ab Yajid, M. (2020). Role of Responsiveness, Reliability and Tangibility on Customer Satisfaction. In *Systematic Reviews in Pharmacy* (Vol. 11, Issue 1).

Novena, M., & Utomo, W. W. (2025, March 4). *Riset di 2.847 Kota: Kebakaran Bakal Lebih Mudah Terjadi karena Iklim*. Kompas.Com.

Nurlaila, Ratnasari, S.L., Harsasi, M., Sultan, Z. 2024. The Role of Individual Performance in the Influence of Innovation Culture and Quality of Work Life on Competitive Advantage. *Journal of Ecohumanism*, 2024, 3(4), pp. 327–334.

Pradana, H. A., Kismartini, K., & Aripin, S. (2022). Pengaruh Kompetensi Pegawai, Disiplin Kerja, dan Kinerja Pegawai Terhadap Kualitas Pelayanan Publik Pada Bea Cukai

Madiun. *Syntax Literate ; Jurnal Ilmiah Indonesia*, *7*(2), 760. https://doi.org/10.36418/syntax-literate.v7i2.6196

Ramadania, R., Rosnani, T., Ratnasari, S. L., Fauzan, R., & Apriandika, M. N. (2023). Towards Organizational Citizenship Behavior and Religious Performance. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 7(1), 67-81.

Ramadhan, A. A., Alam, S., & Azhari, A. (2024). PENGARUH KOMPETENSI SUMBER DAYA MANUSIA, BUDAYA KERJA DAN PRASARANA KERJA TERHADAP PENINGKATAN KUALITAS PELAYANAN PADA KANTOR SAMSAT KOTA MAKASSAR. *Jurnal Magister Manajemen Nobel Indonesia*, *5*, 329–343.

Ramadhani, S. A. (2021). Analisis inovasi produk pada ekonomi kreatif sektor kerajinan galeri Batik Tabir Riau di Kota Pekanbaru. *Jurnal Bisnis Dan Manajemen*, *1*(1), 11–15. http://synergy.pelantarpress.co.id/|11

Ratnasari, S. L., Sutjahjo, G., and Adam. (2019). The Contribution Of Competence, Motivation, And Creativity Towards Teacher's Performance Through Work Satisfaction. *International Journal Of Engineering and Advanced Technology (IJEAT)*. Volume-8 Issue-5C, May 2019. 145-149. ISSN: 2249-8958. DOI:10.35940/ijeat.E1021.0585C19

Ratnasari, S. L., Sutjahjo, G., and Adam. (2019). Employees' Performance: Organizational Culture And Leadership Style Through Job Satisfaction. *Humanities & Social Sciences Reviews*. Vol. 7. No.5. pp. 597-608. ISSN: 2249-8958. eISSN: 2395-6518. https://doi.org/10.18510/hssr.2019.7569

Rosiawati, I., & Purwanto, A. (2023). Budaya Kerja dan Kompetensi Pegawai sebagai Pendukung Kualitas Pelayanan dan Kepuasan Pengguna. *JIM (Jurnal Ilmu Manajemen)*, *9*(2). https://jurnal.widyagama.ac.id/index.php/jim

Setyaningrum, R.P., Ratnasari, S.L., Soelistya, D., ...Desembrianita, E., Fahlevi, M. (2024). Green human resource management and millennial retention in Indonesian tech startups: mediating roles of job expectations and self-efficacy. *Cogent Business and Management*. 2024, 11(1), 2348718.

Susanto, A., Ratnasari, S. L., Susanti, E. N., Megah, S. I., Wilany, E., & Yuliani, S. (2024). Beliefs of English Language Instruction by Indonesian Elementary School Teachers: Exploring the Influence of Environment and Educational Background. *AL-ISHLAH: Jurnal Pendidikan*, 16(1), 1-13.

Tunggul. (2025, July 28). *Semester I 2025, 68 Kasus Kebakaran Terjadi di Batam*. Metropolis.

Vilarinho, H., Pereira, M. A., D'Inverno, G., & Camanho, A. S. (2026). A composite indicator framework integrating regulator perspectives for assessing water service quality. *Omega (United Kingdom)*, *138*. https://doi.org/10.1016/j.omega.2025.103435

Yu, X., Guo, Y., Liu, X., & Gao, Y. (2025). The psychological mechanism of organizational support on healthcare service quality: A multilevel analysis. *Acta Psychologica*, *260*. https://doi.org/10.1016/j.actpsy.2025.105479

Zeithaml, V. A. ., Bitner, M. Jo., & Gremler, D. D. . (2018). *Services marketing : integrating customer focus across the firm*. McGraw-Hill Education.